

June 8, 2017

Honorable John McCain  
Chairman  
Committee on Armed Services  
United States Senate  
Washington, D.C. 20510-6050

PN 583

Dear Mr. Chairman:

This letter provides information on my financial and other interests for your consideration in connection with my nomination for the position of Deputy Secretary of Defense. It supplements U.S. Office of Government Ethics Form 278e (OGE Form 278e), "Executive Branch Personnel Public Financial Disclosure Report," which has already been provided to the Committee and which summarizes my financial interests.

To the best of my knowledge, none of the financial interests listed on my OGE Form 278e will create any conflict of interest in the execution of my new governmental responsibilities. However, to avoid even the appearance that my employment with Boeing over the past thirty-one years would potentially result in a conflict of interest with my official duties, I have agreed that, if I am confirmed, I will seek authorization from the Department of Defense Designated Agency Ethics Official prior to taking any action in which Boeing is a party. Additionally, I have no other interests or liabilities in any amount with any firm or organization that is a Department of Defense contractor.

During my term of office, neither I nor any member of my immediate family will invest in any organization identified as a DoD contractor or any other entity that would create a conflict of interest with my government duties.

As I retain interest in a defined benefit plan with my former employer, the Boeing Company, I agree to recuse myself from acting in any particular matter which is likely to have a direct, predictable, and substantial effect on the financial interest of that former employer, unless I receive written authorization from the Designated Agency Ethics Official (DAEO).

I do not have any present employment arrangements with any entity other than the Department of Defense and have no formal or informal understandings concerning any further employment with any entity. If confirmed, I am committed to serve in this position at the pleasure of the President throughout his term of office.

I have never been arrested or charged with any criminal offenses other than minor traffic violations. I have never been party to any civil litigation. To the best of my knowledge, there have never been any lawsuits filed against any agency of the Federal Government or corporate entity with which I have been associated reflecting adversely on the work I have done at such agency or corporation. I am aware of no incidents reflecting adversely upon my suitability to serve in the position for which I have been nominated.

To the best of my knowledge, I am not presently the subject of any governmental inquiry or investigation.

I am a member of certain organizations and professional societies, which are either listed below or have been previously provided to the Committee. None of these should pose any conflict of interest with regard to my governmental responsibilities. I trust that the foregoing information will be satisfactory to the Committee.

Sincerely,

A handwritten signature in black ink, appearing to read "Patrick M. Shanahan", with a large, stylized flourish at the end.

Patrick M. Shanahan